

## Organizational Outline

The following outlines the functions of the major program areas and divisions of the General Land Office (GLO). For further information, you may call the numbers listed below or 1-800-998-4GLO.

### **ADMINISTRATION (512) 463-5291**

**Administration** is responsible for the agency's purchasing, travel, construction, risk management, and administrative support functions. It is comprised of three primary divisions: Administrative Services, Construction Services, and Procurement.

The **Administrative Services Division** provides a variety of services to the agency, including out-bound mail, shipping and receiving, pickup and delivery services, office design, and modular furniture reconfiguration. The division also serves as the agency liaison for telecommunications, facilities management, and fleet management; manages the agency's warehouse space; provides the building receptionist; and maintains the agency's fixed asset records.

The **Construction Services Division** manages all construction projects for the agency, including the planning and construction process of the Texas State Veterans Cemetery Program, State of Texas David A. Gloier Texas State Veterans Home Program projects, and coastal projects. The division also oversees the maintenance of these facilities.

The **Procurement Division** purchases goods and services for the agency. The procurement team makes best value purchasing decisions based upon reasonable assessment of quality, service, competitive pricing, and technical qualifications in accordance with federal and state laws, rules, and regulations.

The Travel Office assists employees with travel arrangements and ensures compliance with state travel regulations.

The agency's Historically Underutilized Business and Mentoring Coordinator and the agency's Risk Manager also reside in Administration.

## **ARCHIVES AND RECORDS**

### **(512) 463-5277**

Under Constitutional mandate, the **Archives and Records program area** maintains, preserves, and makes available to the public the archival records and maps of the State of Texas that document the public lands of Texas under the governments of Spain, Mexico, the Republic, and State of Texas. The program area also oversees the agency's administrative records by way of a records management program. Other program responsibilities include the agency archival digitization project and the Office of Veterans Records, which houses the land, housing, and home improvement files for the Veterans Land Board, and agency energy lease and real property files. The Archives and Records program area makes its records available via the Internet and in a Research Room located on the ground floor of the Stephen F. Austin State Office Building.

## **ASSET MANAGEMENT**

### **(512) 475-1427**

The **Asset Management Division (AMD)** plays an important role in managing much of the state's real property and ensuring a consistent revenue stream to the Texas Permanent School Fund, a \$20+ billion dollar fund that supports public schools throughout the state. The Texas General Land Office is directly charged with the management of over 14 million acres, dedicated for the use and benefit of the Permanent School Fund, throughout the state and beneath the coastal bays and Gulf of Mexico. AMD manages the real estate portfolio of this fund. AMD also continuously reviews the status of lands held by other state agencies and, when warranted, liquidates lands when determined to be underutilized. Finally, AMD is charged with making and managing real estate investments for the real property element of the Permanent School Fund's investment portfolio. There are two main program areas in AMD:

The **Portfolio Management** program area focuses on managing the assets of the internal discretionary real estate portfolio of the Permanent School Fund. This group identifies potential acquisitions and dispositions, completes transactions, and provides planning and value enhancement strategies for all investments in the portfolio.

The **Inventory and Dispositions** program area focuses on four activities:

#### Inventory

State real property including Institutions of Higher Education are maintained by this group.

#### Evaluations

By law, state real property is subjected to review, appraisal, and evaluation once every four years. The purpose is to identify agency owned property not being used or substantially underused, and to make recommendations regarding the use of the property. The recommendations must include an analysis of the highest and best use to which the property may legally be placed and shall include alternative uses of the property.

#### Dispositions

Property having been recommended for sale or lease during the evaluation process is reported to the governor. The governor may approve the recommendation and grant approval to the General Land Office to complete the recommended transaction. The Inventory and Dispositions group completes the approved transactions.

#### Archeology

This program exists to help protect the state's cultural history. Before any transaction is finalized on behalf of the Dispositions or Real Estate program, Archeology examines the subject property to determine whether the sale is in the best interest of the State from a cultural standpoint. This process is an example of how the General Land Office strives to "preserve history" and provide "prudent stewardship of state lands," ensuring that income earned to benefit the school children of Texas does not come at the expense of our invaluable Texas heritage.

### **COASTAL RESOURCES (512) 475-0773**

**Coastal Resources** is responsible for a number of initiatives designed to foster sound stewardship of Texas natural resources and economic growth along the Texas coast. Effective October 2009, Coastal Resources was reorganized to better reflect the expanding initiatives and funding. An overview of the re-organized divisions and the associated initiatives are noted below.

The main components of the **Coastal Grants, Education and Outreach Division** include the Coastal Management Program (CMP) grants, the Beach Watch Program, the Farm and Ranch Land Program, and Education and Outreach.

The federally approved **CMP** brings approximately \$2.2 million in federal Coastal Zone Management Act (CZMA) funds to Texas state and local entities to implement projects and program activities. Texas is one of only a few coastal states that pass substantial amounts of CZMA funds through to coastal communities for projects in the coastal zone. Most coastal states use all or most of their CZMA funds for salaries and other administrative purposes. Even among the pass-through states, Texas is unique in that 90 percent of the §306/§306A funds are passed through to coastal communities, with the state retaining only 10 percent for administrative expenses. Projects have been funded in all parts of the coastal zone for a wide variety of purposes. The Coastal Coordination Council (Council), which approves CMP grant funding, established the following categories for use of these funds by coastal communities:

- Coastal Natural Hazards Response
- Critical Areas Enhancement
- Shoreline Access
- Waterfront Revitalization and Ecotourism Development
- Permit Streamlining/Assistance and Governmental Coordination
- Information and Data Availability
- Public Education and Outreach
- Water Quality Improvement

The **Texas Farm and Ranch Lands Conservation Council** was created by the 79<sup>th</sup> Legislature and is authorized by Texas Natural Resources Code §183.058 to advise and assist the Land Commissioner with the administration of the Texas Farm and Ranch Lands Conservation program, and to select applicants to receive grants under the Texas Farm and Ranch Lands Conservation Program. The council consists of the Commissioner of the Texas General Land Office, the Commissioner of the Department of Agriculture or a designee, the presiding officer of the Parks and Wildlife Commission or a designee, the State Conservationist of the Natural Resources Conservation Service of the U.S. Department of Agriculture or a designee, and six members appointed by the governor. Meetings are held at least once each year.

**Education and Outreach** is an important tool used to further the goals and policies of the CMP. Publications, conferences, presentations,

expos, and workshops are used to educate and promote awareness of coastal issues in Texas including, but not limited to, coastal erosion, clean beaches, dune protection, water quality, effects of marine debris, wetland protection, and non-point source pollution.

Each year Americans make 910 million trips to coastal areas and spend \$44 billion. In Texas, beaches consistently rank among the State's top tourist destinations. As a way of protecting swimmers and environmental health, Texas implemented the **Texas Beach Watch Program**. It is a non-regulatory program that monitors water for Enterococcus bacteria along the Texas Coast. Enterococcus bacteria thrive in waters where sewage or storm runoff is present, and scientists often use the bacteria to indicate the presence of harder to detect, disease-causing microorganisms. When Enterococcus levels exceed those recommended by the Environmental Protection Agency (EPA), water quality advisories are recommended. The General Land Office (GLO) implemented the Texas Beach Watch Program in the late 1990s using funds received from the Coastal Management Program. Then, in 2000, Congress passed the Beaches Environmental Assessment and Coastal Health (BEACH) Act to protect public health in coastal recreational waters. Currently, the Texas Beach Watch Program collects water samples from 169 stations along the Texas coast in Aransas, Brazoria, Cameron, Galveston, Jefferson, Kleberg, Matagorda, Nueces, and San Patricio Counties. The GLO contracts with universities, local governments, and laboratories to collect these samples and test them for the presence of Enterococcus. Samples are collected weekly during the peak beach season from May through September and every other week from October through April. In past years, however, weekly samples have been collected in March for Nueces and Cameron counties to coincide with Spring Break. Weekly sampling at these beaches will continue, and additional popular Spring Break beaches will also be included.

The **Coastal Protection Division** administers the Coastal Erosion Planning and Response Act (CEPRA) program, which was created by the 76<sup>th</sup> Legislature. It was the first coastal erosion program in Texas. The program entails a coordinated effort of federal, state, and local entities to conduct erosion response projects, as well as related studies. GLO is currently implementing the sixth biennial funding cycle of CEPRA, using funds appropriated by the Texas Legislature combined with matching project funds.

CEPRA is administered through partnerships between the Texas General Land Office, federal and local governments, and the citizens of our

coastal communities. CEPRA funds are used for beach nourishment projects, dune restoration projects, shoreline protection projects, habitat restoration/protection, coastal research, demonstration projects, and studies. CEPRA funds can also be used to relocate structures from the public beach easement and for debris removal. The Coastal Protection Division includes project managers who directly manage CEPRA and other coastal projects, using engineering service providers, university researchers, and construction firms through the state procurement system. Division staff works with others in Coastal Resources on broad planning initiatives, such as the recently updated Texas Coastwide Erosion Response Plan that was jointly funded by CEPRA and the CMP Grants programs.

The **Coastal Assistance Division** administers the Coastal Impact Assistance Program (CIAP) and several other programs designed to foster sound stewardship of coastal natural resources.

The **Coastal Impact Assistance Program** (CIAP) is intended to assist those coastal states and coastal political subdivisions within those states that have either supported or been impacted in some measure, directly or indirectly, from Outer Continental Shelf (OCS) oil and gas exploration and development activities. Many of these impacts are felt onshore through increased need for production and support facilities, potential air and water quality issues, and increasing demand for infrastructure and social systems to an influx of OCS workforce. In most cases, coastal states such as Texas, also support and are impacted by oil and gas drilling in their state waters and coastal lands. CIAP is funded with federal royalties generated from offshore oil and gas leases.

The General Appropriations Act of 2001, which provided \$150 million to Texas and six other coastal states, authorized the 2001 CIAP. The 2005 CIAP was authorized by the Energy Policy Act of 2005. Two hundred and fifty million dollars will be divided annually from fiscal years 2007 through 2010 among the coastal states of Alabama, Alaska, California, Louisiana, Mississippi, and Texas.

CIAP funds may be used only for one or more of the following purposes:

1. Projects and activities for the conservation, protection, or restoration of coastal areas, including wetlands.
2. Mitigation of damage to fish, wildlife, or natural resources.
3. Planning assistance and the administrative costs to comply with CIAP.

4. Implementation of a federally approved marine, coastal, or comprehensive conservation management plan.
5. Mitigation of the impact of the Outer Continental Shelf activities through funding of onshore infrastructure projects and public service needs.

On January 26, 2006, Governor Rick Perry established a three-member Coastal Land Advisory Board (Advisory Board). The Advisory Board is responsible for making recommendations to the Governor regarding the best use of state-level CIAP funds and preparing the Texas CIAP Plan for the Governor to submit to Minerals Management Service (MMS). The Governor designated the General Land Office (GLO) as the administrative agency for CIAP. The Advisory Board is comprised of representatives from:

- The Texas General Land Office
- The Railroad Commission
- The Texas Commission on Environmental Quality.

Other programs administered by the Coastal Assistance Division include Hazard Mitigation, the Beach Access and Dune Protection Program, Natural Resource Damage Assessment (NRDA), and the Coastal Preserve Program.

The **Open Beaches Act** (Natural Resources Code, Chapter 61. Use and Maintenance of Public Beaches) and the **Dune Protection Act** (Natural Resources Code, Chapter 63. Dunes) are designed to help local landowners and communities protect and preserve their beaches so that all Texans can continue to enjoy them. The responsibility for protecting the public's right to use and enjoy the beach is shared by the state and local coastal governments. Cities and counties along the coast are required to adopt laws to protect the public's beach access rights. Usually, these local laws are adopted as a dune protection and beach access plan. The state reviews local beach access plans and certifies that they meet the minimum state standards set forth in the General Land Office Beach/Dune Rules. Statewide beach access standards protect everyone's right to use and enjoy *all* Texas beaches.

**Natural Resource Damage Assessment**, (NRDA), is the legal and technical process for pursuing restoration for injuries to natural resources caused by discharges of oil and releases of hazardous materials into the environment. Federal and State agencies, and Native-American Tribal and foreign governments are designated as

NRDA Trustees to act on behalf of the public to restore injured natural resources under the following statutory authorities.

The **Hazard Mitigation** program identifies policies, activities, and tools to implement mitigation actions. Mitigation is any sustained action taken to reduce or eliminate long-term risk to life and property from a hazard event. This process generally has four steps:

1. Organizing resources;
2. Assessing risks;
3. Developing a mitigation plan; and
4. Implementing the plan and monitoring progress.

**Coastal Technical and Support Services** represents the customer service component of the Coastal Resources program, providing assistance and support to both internal and external customers. The financial services provided include budget preparation, financial analyses, financial monitoring, oversight of the Beach Maintenance reimbursement program, and auditing. The technical services provided include Geographic Information Systems (GIS) support, Information Systems coordination, electronic data management, strategic planning, and monitoring the reporting on LBB performance measures. These services provide significant support to the other divisions within Coastal Resources.

The **Technical Integration of Coastal Planning & Policy Division** works on short-term planning and long-term planning and processes to integrate the various grant and policy aspects within Coastal Resources. TICPP serves as staff to the **Coastal Coordination Council** (Council) and administers policy aspects of the Texas Coastal Management Program. The program is designed to coordinate the stewardship of Texas' abundant coastal resources. Through the CMP, the Council has established a set of goals and policies for the management of coastal natural resources. The TICPP Division performs both federal and state consistency reviews to ensure that coastal construction is consistent with the goals and policies of the CMP.



## **ENERGY RESOURCES**

### **(512) 463-5042**

**Energy Resources** is comprised of two divisions:

The **Minerals Leasing Division** conducts oil, gas, and other mineral lease sales for the Permanent School Fund and other State agencies; issues oil, gas, and other mineral leases covering various types of state land, such as Relinquishment Act, Free Royalty, and highway lands; issues geophysical permits and prospect permits for mineral exploration; reviews pooling/unitization applications; provides research and mapping expertise; processes lease terminations, delay rentals, and shut-in royalty payments; performs volumetric reviews, such as drainage and metering/commingling cases; and physically inspects and monitors leases producing state oil, gas, and hard minerals throughout the state.

The **State Energy Marketing Program** (SEMP) provides a valuable service to Public Retail Customers (state agencies, colleges and universities, public school districts, cities, counties, and other municipalities such as water districts, military bases, veterans homes) for their electricity and natural gas needs. SEMP uses the resources of the oil and gas royalties produced on state lands to market natural gas to public retail customers or to convert these resources to electricity for sale to these entities, providing budget savings to customers while enhancing the revenues to the Permanent School Fund for the benefit of all school children in Texas.

## **FINANCIAL MANAGEMENT**

### **(512) 463-5053**

**Financial Management** is responsible for identifying, tracking, and reporting on the financial condition and results of Agency operations. This is a cooperative effort between the following divisions:

The **Administration & Special Projects Division** oversees and supports the daily operations and automation needs of the Financial Management Program.

The **Financial Reporting & Accounting Division** maintains the agency general ledger, performs internal reconciliations to subsidiary systems, performs external reconciliations to the Uniform Statewide Accounting System, provides financial information to internal and

external users, administers the agency's federal grants, monitors grant reimbursements, and produces the annual financial report.

The **Budget & Planning Division** prepares and maintains the agency's operating budget, strategic plan, performance measures, legislative appropriation requests, and payroll and leave administration.

The **Cash Management Division** is responsible for processing cash receipts and disbursements to the appropriate codes in accordance with Federal, State, and Agency guidelines; ensuring the timely and accurate recording of receipts to their corresponding revenues and/or receivables and disbursements to their corresponding funding sources.

The **Subsidiary Operations Division** is responsible for contract compliance with mineral leases and pharmacy providers and operators of the Texas State Veterans Homes, performs accounting and billing for mineral and surface leases posted into the agency's accounts receivable system, monitors payments and collections, and compiles quarterly financial information and reports.

## **FUNDS MANAGEMENT** **(512) 463-7126**

The **Funds Management Division** is responsible for the debt issuance, debt management, and investment management functions related to the veterans programs administered by the Veterans Land Board of the State of Texas. In addition, the division manages the portion of the Permanent School Fund real assets investment portfolio that is allocated to externally managed real assets investment funds and separate account managers. This division also provides consultation to other agency divisions on complex financial matters.

## **HUMAN RESOURCES** **(512) 305-1390**

**Human Resources** consults with agency management and staff to provide leadership, expertise, and assistance in areas related to human resource management, such as: recruiting, posting, and hiring; new and existing employee processing; employee benefits; leave administration; human resources data tracking and reports; HR-related legal compliance; compensation; job classification; employee

records; performance management; disciplinary actions; training and staff development; human resources-related policies and procedures; complaint investigation; unemployment claims; and other various human resource-related programs, projects, and functions.

## **INFORMATION SYSTEMS** **(512) 463-5141**

**Information Systems** is comprised of three divisions:

The **Business Automation Services Division** automates agency business services, processes, and workflow; develops custom business software for core agency business functions; integrates commercial business software and services with the agency business systems; trains employees to use the software; and ensures that the agency business systems evolve through ongoing improvement and maintenance.

The **Network Services Division** is an enabler of business opportunity. The division is responsible for planning, designing, and managing the network, servers, personal computers, and peripherals. The division's major activities include providing tier 1 - 3 technical support, designing and administering the network, servers, and databases; establishing hardware and software standards, maintaining Internet / Intranet / Regional connectivity; administering the electronic mail system, and ensuring system fault tolerance and the availability of backups for recovery purposes.

The **Administrative Services Division** encompasses the administrative support and operations staff. The support staff is responsible for the in-house training program; computer equipment and software inventory and licensing, agency-wide mail and revenue processing, document imaging and IT budgeting, planning, and legislative reporting including Biennial Operating Plan, Information Systems Strategic Plan, Legislative Appropriations Requests and others.

## **LEGAL SERVICES** **(512) 463-5007**

The **Legal Services Division** provides legal advice and counsel to the Land Commissioner, School Land Board, Veterans Land Board, Coastal Coordination Council, Boards for Lease, and all of the various divisions of the Land Office.

**Legal Services** is comprised of four sections:

The **Oil and Gas Section** advises agency clients on issues concerning the state's ownership and leasing of oil, gas, and other minerals; including lease maintenance, pooling, and unitization, the Relinquishment Act, royalty payments, energy-related surface use easements and agreements, Railroad Commission matters, geochemical/geophysical permitting, mining, retail electric service under the State Power Program, and natural gas marketing.

The **Commercial Transactions & Public Lands Section** advises agency clients on legal issues regarding the purchase and sale of land, land trades, commercial leases, surface leases, boundary disputes, title disputes, environmental law matters involving hazardous substances which may impact state lands, title disputes, VLB matters, and other legal issues concerning real property, including Certificates of Fact and Patents.

The **Coastal Section** advises agency clients on general legal matters and issues related to the beach/dune system and other coastal resources, including protection of the public beach easement, coastal erosion response, natural resource damage assessments, the Texas Coastal Management Program, oil spill prevention and response, the coastal compliance program, and wetlands mitigation banking. Support is also provided for matters related to management of coastal lands dedicated to the PSF, including coastal leases, easements, boundary determinations, and title disputes.

The **Administration Section** provides legal services for litigation, contracting, procurement, construction, funds management, purchasing, open records, open meetings, rulemaking, legislation, employment, ethics, and general advice relating to state and federal laws relevant to all program areas of the Land Office.

## **OFFICE OF COMMUNICATIONS** **(512) 463-5339**

The **Office of Communications** provides information through press releases, articles, public service announcements, and broadcast media services regarding General Land Office and Veterans Land Board (VLB) events and programs. In order to provide Texans with accurate and timely information, this office also responds to requests from media

outlets, and serves as the public voice for all GLO and VLB programs and events.

The **Office of Communications** is also responsible for the design and production of all agency publications, newsletters, and websites.

The **Office of Communications** coordinates and monitors all agency outreach efforts and provides guidance in developing and integrating new methods and procedures.

### **OIL SPILL PREVENTION AND RESPONSE (512) 475-1575**

The Texas General Land Office is the lead state agency for the prevention of and response to oil spills in the marine environment. The **Oil Spill Prevention and Response Division** is responsible for carrying out those duties.

Five regional offices have been opened to prevent and respond to spills:

**Nederland, (409) 727-7481**  
**LaPorte, (281) 470-6597**  
**Port Lavaca, (361) 552-8081**  
**Corpus Christi, (361) 825-3300**  
**Brownsville, (956) 504-1417**

Austin-based staff provide administrative and policy assistance for all aspects of program operations:

- Public Education
- Emergency Management
- Facility and Vessel Compliance
- Readiness and Training
- Scientific Support
- Research and Development
- Cost Documentation
- Spill Case Processing
- Abandoned and Submerged Vessels

## **POLICY & GOVERNMENTAL AFFAIRS (512) 936-1908**

The **Office of Policy and Governmental Affairs (OPGA)** monitors, analyzes, and coordinates the development of federal and state legislation that affects the agency through four separate interlocking functions: Policy, State Legislative Affairs, Local Government, and Federal Affairs. OPGA monitors all hearings and meetings covering issues that affect the General Land Office (GLO), Veterans Land Board (VLB), and the Permanent School Fund (PSF), and responds to constituent and legislative inquiries. Local government is responsible for maintaining relations between local governments and the agency by conducting outreach and raising awareness of GLO programs and policies. Federal Affairs works with the State Office of Federal Relations to monitor and communicate to the federal government regarding matters that directly or indirectly impact the services and operations of the GLO.

## **PROFESSIONAL SERVICES (512) 463-5200**

**Professional Services** is comprised of four divisions:

The **Asset Inspection Division** is responsible for the overall management of activities involving the use of state-owned land dedicated to the Permanent School Fund. The division provides field assessments on proposed and existing projects, monitors the use of state-owned land, provides direct customer service to the public, and negotiates and issues instruments of authorization for land use.

**Uplands Leasing** includes an Austin office and a field office in Alpine, Texas which manage approximately 719,000 acres. Instruments of authorization are issued for uses including grazing, hunting, recreational purposes, crop production, timber management, miscellaneous easements, and other various commercial purposes. **Coastal Leasing** analyzes the revenue prospects of proposed uses and coordinates the assessment of environmental impacts with technical staff. Instruments of authorization are issued for uses of submerged land in bays and within tidewater limits of coastal lakes, bayous, inlets, streams, estuaries, rivers, and creeks. The staff in Austin works directly with the coastal field offices to negotiate, process, and issue instruments for coastal commercial purposes, state-owned coastal cabins, easements, and some residential uses of coastal submerged land.

**Austin Uplands/Coastal Leasing: (512) 463-5030**  
**Alpine Field Office: (432) 837-3457**

The **Upper Coast Field Office** and the **Lower Coast Field Office** geographic responsibilities are marked by the Colorado River. Field biologists work to ensure compliance with state guidelines through aggressive field activities involving monitoring coastal areas, educational initiatives, documenting findings, and coordinating with various resource agencies. Additionally, staff provides field services to all coastal-related divisions in the GLO.

**(Upper Coast) La Porte Field Office: (281) 470-1191**  
**(Lower Coast) Corpus Christi Field Office: (361) 825-3030**

The **Appraisal Division, (512) 463-5088**, assesses the value and utilization of property owned by the Permanent School Fund and state agencies. They assist Texas veterans applying for loans with property evaluations. This division also conducts market studies and feasibility analyses as requested by its clients.

The **Surveying Division, (512) 475-1585**, supports all facets of Texas General Land Office activity related to the boundaries of real property and assists the general public and statewide surveying community in boundary location matters related to the location of original land surveys.

The **Technical Support Division, (512) 936-8147**, provides business related services to the Professional Services Program in the areas of Equipment and Inventory Management, Database and Technology Management, Geographic Information Systems, Aerial Photography, and Strategic and Operations Management. In addition, Technical Support serves as the central point of contact for completing requests for program annual reports, LBB reports, open records requests, risk assessments, letters, brochures, and any other program area or agency requests.

### **RENEWABLE ENERGY** **(512) 463-9210**

The Renewable Energy Division's mission is to support Public Education in the State by measurably increasing revenue to the Permanent School Fund of Texas (PSF) through the promotion and expanded use of state owned lands for the development of renewable energy projects.

The division leases PSF lands for development of wind, solar, geothermal, and hydroelectric energy generation. It also encourages the use of natural gas as a vehicle fuel through its Natural Gas Vehicle Incentive Program.

For the past 16 years the division has managed the annual Border Energy Forum, which has drawn international attention to cross-border energy issues and solutions, through partnerships and information exchanges with our neighboring states and Mexico.

**VETERANS LAND BOARD (VLB)**  
**(512) 463-5060 or 1-800-252-VETS (8387)**

The executive secretary/deputy commissioner, assistant executive secretary/associate deputy commissioner, division directors, and the Veterans' Land Board staff execute policy and supervise six major divisions of the program: Administration, Communications Center/Outreach Marketing, Loan Origination, Loan Servicing, Texas State Veterans Homes, and Texas State Veterans Cemeteries.

The **Administration Division** oversees the day-to-day operations of the Veterans Land Board. This division acts as a liaison between the Veterans Land Board and veterans organizations, and develops new initiatives dealing with veterans issues, concerns, and benefits. Additionally, the division acts as liaison between the board, CitiMortgage Inc. (administrator of the Housing Assistance and Home Improvement Loan Programs), Dovenmuehle Mortgage, Inc. (servicer of the Land Program), and the lending and long-term care industries. The division also oversees the Texas State Veterans Cemetery Program and future State of Texas David A. Gloier Texas State Veterans Homes projects.

The **Communication Center/Outreach Marketing Division** provides service to veterans and the general public by responding to inquiries for program information and offering free educational opportunities across the state. The Communications Center responds to inquiries about programs, benefits, and services provided by the Veterans Land Board, Texas Veterans Commission, and the U.S. Department of Veterans Affairs. It operates a statewide, 24-hour, toll-free call center that is actively staffed from 7:30 a.m. to 6:00 p.m. weekdays, with an on-going response to callers who leave inquiries after hours or on weekends/holidays. Staff responds within 24 hours to email inquiries from the website. The division maintains and



updates the Veterans Land Board website and manages multiple veteran, lender, and real estate agent databases to provide support for direct mail marketing activities. It processes all housing assistance and home improvement program eligibility certification applications. The VLB newsletter, *The Veterans Voice*, is written and edited by the director of this division. Outreach Marketing develops and implements a strategy to increase awareness of, and participation in, Veterans Land Board benefits and services for more than 1.7 million veterans in Texas. The division provides specialized and accredited training to real estate professionals to enhance partner participation. The division strives to boost and sustain appropriate occupancy levels in the Texas State Veterans Homes through aggressive marketing to medical professionals, senior caregivers and care providers, and senior support centers.

The **Loan Origination Division** receives, processes, originates, and closes land, housing, and home improvement loan applications. The division monitors and acts as an operational liaison with the Housing Program Administrator and private sector lenders on loan origination program guidelines and issues. The division also monitors, mediates, and resolves customer questions/complaints regarding lenders, realtors, and/or origination issues.

The **Loan Servicing Division** acts as an operational liaison with the Veterans Housing Assistance Program Administrator and the Land Program Servicer, as well as private sector loan servicers, enforcing program servicing guidelines and acting as mediator on customer questions/complaints regarding servicing. The division receives and tracks documents, performs minimum quality control on documents, and ensures documents are properly executed, notarized, and returned to the servicer. It is also responsible for processing housing and home improvement loan releases of lien, foreclosures, and assumptions. The division is also responsible for Loss Mitigation services for the land program. This includes facilitating payment of back taxes payable on the sale of foreclosed land tracts, monitoring and handling accounts that are more than 120 days delinquent, forfeited, or ordered for sale (foreclosed). Loan Servicing prepares and conducts forfeited land sales twice yearly and maintains the Tex-Trax II Program, which offers the general public the opportunity to purchase foreclosed tracts not sold to veterans at the semi-annual forfeited land sealed bid sales.

The **Texas State Veterans Home Division** oversees the operation of long-term skilled care nursing homes in Amarillo, Floresville, Temple,

Big Spring, Bonham, El Paso, and McAllen. It also oversees the planning process for additional homes. The division provides public information about the David A. Gloier Texas State Veterans Homes Program to communities, hospitals, veterans' organizations, and other interested persons and groups throughout the state of Texas. A professional long-term health care company under contract with the board operates each home. Each home also relies on very close cooperation with a nearby Veterans Administration Medical Center to meet specific health care needs of the veteran residents admitted to each home. The division also acts as a liaison between the contracted operators and the residents to maintain the necessary close cooperative relationship between the Veterans Land Board and the United States Department of Veterans Affairs. The division provides contract management and oversight that includes inspections for regulatory compliance with state and federal regulations.

The **Texas State Veterans Cemeteries Division** oversees the operation of burial needs of veterans. Currently, VLB is operating state veterans cemeteries in Killeen, Mission, and Abilene. A fourth veterans cemetery is in the construction stage in Corpus Christi. The state veterans cemeteries are operated by contract with a professional cemetery management company. VLB staff provides contract management and oversight that includes inspections for compliance with established operational standards. The VLB staff also provides information concerning the veterans cemetery benefits to the public.